

City of Louisville , Colorado

# 2017 Cultural Arts Master Plan



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# City of Louisville

## Cultural Arts Master Plan

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*The City promotes the public and private advancement of the arts and culture to strengthen the quality of life and small town character of Louisville by encouraging the development of a City-wide Arts and Cultural Master Plan aimed at integrating the arts, culture and humanities with urban design, economic development, education and other community development initiatives.*

*--City of Louisville Comprehensive Plan PRINCIPLE CS-6*

### **Introduction**

The City of Louisville has embraced our national reputation as a highly desirable community with small-town charm. Arts and cultural opportunities help to create that sense of community and are vital to maintaining the character of the City. This Cultural Arts Master Plan (CAMP) was created to explore the current state of arts and cultural opportunities in the City of Louisville and lay out a common vision for leveraging arts and cultural opportunities for the benefit of the City.

The development of Louisville's CAMP began with a comprehensive study of current arts and cultural opportunities in Louisville. The CAMP identifies current partners who help create and promote arts and culture in Louisville including non-profit organizations, individual artists, businesses and the City of Louisville. It also addresses the strengths and challenges of available facilities and other artistic resources in the Louisville community.

This Cultural Arts Master Plan outlines a shared long-term vision for the role of arts and culture in the Louisville community and establishes clear goals and strategies for achieving those goals. This shared vision is a tool for guiding the community as they work to advance Louisville's reputation as a vibrant cultural destination. It also serves to inform and guide City leadership in budgetary and other decisions that impact the quality and vitality of arts and culture in Louisville.

### **Background**

Louisville, Colorado was incorporated in 1882 as a working class coal mining community. In recent years, Louisville's quaint, historic small town atmosphere and proximity to Boulder and the Rocky Mountains has attracted great interest, making it a highly desirable and livable community. Since the 1990s, housing prices have increased significantly as demand remains high in Louisville, Boulder County, and the entire Front Range corridor. Louisville's national reputation as an attractive location to live and work grew throughout the 2000s as the City was recognized by multiple national magazines as a premiere city to live and raise a family.

In 2013 the City of Louisville created a new Comprehensive Plan, to “integrate and align governing regulations, infrastructure investments and City services with community values, needs and Civic priorities.” With regards to arts and culture, the plan laid out the City’s vision to formalize their involvement with arts and culture by stating:

*“The City promotes the public and private advancement of the arts and culture to strengthen the quality of life and small town character of Louisville by encouraging the development of a City-wide Arts and Cultural Master Plan aimed at integrating the arts, culture and humanities with urban design, economic development, education and other community development initiatives.”*  
--City of Louisville Comprehensive Plan PRINCIPLE CS-6 [Appendix 1]

This direction is in alignment with other communities in Boulder County and throughout the region who have adopted Arts Master Plans in recent years including the City of Boulder (2015) Greeley (2013), Fort Collins (2008), Brighton (2015) and Lakewood (2013).

## History of Louisville Arts and Culture

Festivals and community celebrations have a long and beloved history in Louisville. The annual Fourth of July Fireworks have been run by the City since the early 1900’s. The Labor Day Parade has been an annual celebration since 1935. Since their inception, these important civic and cultural events have been supported by the City, residents and local businesses.

In the early days of Louisville, performing and visual arts remained largely informal. In 1973, the City of Louisville converted the old schoolhouse at 801 Grant Ave into a community center and began to make the space available for arts activities. It was not until 1980 that a group of 10 Louisville visual artists came together and formed the Louisville Art Association, which is generally considered one of the first formal art organizations in Louisville. The Louisville Historical Museum was established in 1986, becoming the first dedicated cultural facility in Louisville.

In 1988, the Scientific and Cultural Facilities District was founded to provide funding to cultural organizations in the Denver Metro area. The City of Louisville saw the potential for funding through SCFD to enhance local arts and cultural programming and formed the Arts and Humanities Council in 1989. The Council (now referred to as the Louisville Cultural Council) programs cultural events in Louisville and advises City Council on matters related to art and culture [Appendix 2].

Throughout the 1990’s and early 2000’s, new local arts organizations continued to form, offering increased opportunities for arts participation by residents and visitors. Around the same time, downtown business owners were struggling and looking for new opportunities to bring potential restaurant patrons and retail shoppers to the downtown.

### *Timeline of Louisville Art Organizations*

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- 1980 - The Louisville Arts Association
- 1986 - Louisville Historical Museum
- 1986 - Mountain Contemporary Dance Arts
- 1989 - Louisville Arts & Humanities Council
- 1990 - Coal Creek Theatre of Louisville
- 1990 - CenterStage Theater of Colorado
- 1997 - Mudslinger’s Studios
- 2004 – Danse Etoile Ballet
- 2007 - The Art Underground
- 2008 - Dana V. Music
- 2009 – Louisville Art District

In 2002, the Downtown Business Associations launched the Street Faire, a series of concerts held downtown on summer Friday nights that were free and open to the public. The response was incredible, drawing at first hundreds and later thousands of residents and visitors to the downtown. This success supported the idea that arts events could be not only community building, but also an economic catalyst for the City of Louisville.

In the wake of the successful Street Faires, new retail businesses began to locate in Louisville's downtown that were encouraged by the visibility the event provided. Among these important arts anchors in downtown Louisville are Creative Framing Art Gallery, Walnut Gallery and Dana V Music. In 2009 a group of galleries and arts related businesses formed the Louisville Arts District and began hosting a monthly First Friday Art Walk, which remains one of the most-recognized Louisville arts activities by residents and visitors.

The City of Louisville has continued to invest in cultural resources in recent years. Renovations were completed in the early 1990's on the former schoolhouse at Memory Square Park to make the space more suitable for performances and visual arts. The space was officially renamed the Louisville Center for the Arts in 2013. The facility has a capacity of 110 and includes a 1,300 square foot multi-purpose room, restrooms, kitchenette, lobby and storage space.

The City of Louisville also partnered with the Downtown Business Association to convert the former Steinbaugh Hardware storage shed into what is now the Steinbaugh Pavilion on Front Street in 2003. This created an ongoing space suited for public performances and community events.

Construction projects have also allowed for the placement of public art and performance including the stage and Sculpture Garden in Community Park and places for future artwork in the Davidson Mesa underpass. The City has also supported the Louisville Art District in the instillation of murals in the downtown along the newly-named Via Artista alley.

In 2013, the City hired its first full-time staff member dedicated to cultural arts and special events, the Cultural Arts and Special Events Coordinator.

## Regional Context

Colorado is known as an area rich in the arts. In 2015, National Endowment for the Arts study found that Colorado ranks fifth among all states for concentration of artists. The State ranks first in the nation in per capita trips to concert halls, theatrical performances and museums [Appendix 3].

An important driving force behind Colorado's national reputation as a state that supports creative industries was the 1988 creation of the Scientific and Cultural Facilities District. This voter-approved measure allocates a dedicated sales tax of 1/10<sup>th</sup> of 1% to fund cultural facilities through the seven-county Denver, Colorado metropolitan area (Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson counties). In November 2016, voters approved the 3<sup>rd</sup> continuation of the earmarked SCFD funding through 2030.

For many arts organizations in the region, SCFD funding makes up a significant portion of the organization's overall budget, particularly the five major Denver-based Tier I institutions who each receive \$4.1 million-\$8.7 million annually. Major funding also goes to organizations with a budget of over \$1.6 million annually who qualify for Tier II funding ranging \$100k-\$1.1 million annually.

The six Louisville-based organizations that received SCFD funding in 2016 did so through the Tier III program, which distributes funds regionally by county. In 2016, Boulder County distributed \$724,823

among 75 organizations, with awards for Louisville organizations ranging from \$1,778-\$5,815. While this is welcome funding, it is yet to have the transformative impact that neighboring communities like Boulder and Lafayette have seen with the more substantial funding that goes to Tier II organizations. Louisville has also not yet fully tapped potential funding SCFD provides for cultural history, natural history and natural sciences programming.

## Process

Within the 2013 Louisville Comprehensive Plan, the City Council recognized the impact cultural art opportunities can have upon the physical, social, mental, educational, spiritual and economic health of a community, and requested a formalized Cultural Arts Master Plan (CAMP). The Louisville Cultural Council formed a Cultural Arts Master Plan subcommittee to spearhead the project along with the City's Cultural Arts and Special Events Coordinator.

A CAMP Steering Committee was formed in 2014 including representatives from the LCC CAMP Subcommittee, Louisville Chamber of Commerce, Louisville Public Library, Louisville Arts Association, Louisville Arts District, Coal Creek Theater, The Art Underground and other members of the local arts community.

A series of public meetings were held on January 20, February 18, and March 16, 2015. At each session, attendees were invited to respond to a series of questions regarding the state of the arts in Louisville.

Two online surveys were conducted to collect additional public opinion. The first was a general Art and Cultural Events Survey that was distributed to residents [Appendix 4]. The second was an artist's survey designed to reveal the challenges faced by artists and arts organizations in the community [Appendix 5]. Surveys were actively promoted July 2015.

Surveys were made available to the public through the following methods:

- In-Person distribution of flyers with survey information
  - Following summer 2015 Concerts in the Park
  - Louisville Recreation Center on January 22, February 10 and 11, 2015
  - Staff appearances at Louisville Art Association and Louisville Arts Districts meetings.
- Online distribution
  - Bi-monthly LCC eNewsletter email blasts
  - Link on City webpage dedicated to the Cultural Arts Master Plan
  - Email to Louisville Center for the Arts Resident Art Organizations
- Mail
  - Quarterly City Newsletter mailed to all Louisville households in Fall and Winter 2015

After compiling feedback from community surveys and feedback at public meetings, four main areas of concern were found: Facilities, Marketing, Public Art and Professional Development Needs. An initial list of goals and actions items of the Cultural Arts Master Plan was developed around these four focal areas in December 2015.

Throughout 2016, the CAMP Steering Committee and City Staff conducted additional research and developed a draft of the CAMP, which was presented at a City of Louisville City Council Study Session on November 28, 2016. The plan was finalized in early 2017 and presented to City Council for formal adoption on April 18, 2017.

## Research Findings

Community feedback cited two main cultural strengths of Louisville 1) the residents and 2) the physical environment and layout of the City.

Louisville residents are viewed as active, engaged and creative. This dynamic resident base has a high level of support for arts and cultural activities, festivals and recreational activities. The population is educated and has a high level of public engagement in civic leadership.

The physical environment and layout of the City of Louisville were noted as an important cultural asset. Louisville boasts a vibrant, historical downtown with a variety of restaurants, retail shops, businesses, galleries and a local history museum all located in a compact, walkable area.

Surveys and public meetings also shed light on the public's mixed feelings about Louisville's overall arts and culture reputation. Only 22% of respondents ranked Louisville's reputation for art offerings as "Excellent" while 58% gave a rating of "Fair" and 20% rated Louisville's reputation as "Needs Improvement."

Research also revealed that while residents attend arts and cultural events in Louisville, they also travel to a significant number of events in neighboring communities. Boulder ranked first as an arts destination with Denver, Lafayette, Longmont, Broomfield and Arvada also receiving significant arts attendance from Louisville residents.

## Facilities

The limited number of arts venues was consistently noted as one of the community's biggest challenges. Local artists cited the need for additional rehearsal, studio and performance venues. Residents noted interest in more and better facilities to attend events. The existing facilities in Louisville were discussed.

**Louisville Center for the Arts, 801 Grant Ave:** The LCA is beloved for its history, charm and ability to host intimate gatherings. However, since the facility was not constructed as a performing arts center, it presents significant challenges including:

- Capacity—80-person seating capacity limits types of productions possible and caps revenue.
- Facility— Seating, parking, signage, lighting and building visibility are not optimal for patron ease, comfort and safety.
- Production—The building lacks the basic technical requirements for a performing arts venue including adequate wiring, lighting grid, sound system and dressing rooms.
- Access—Four resident arts organizations fill the bulk of the annual scheduling calendar, creating limited access for other arts organizations and private citizens. .
- Storage—Storage is very minimal and does not include space for storage of visual arts materials or theatre sets and props.

**Louisville Middle School Auditorium, 1341 Main St:** Public meeting participants often cited the auditorium as the community's only viable performing arts venue, but noted the limited availability due to: 1) Boulder Valley School District usage and 2) high facility rental costs. Many participants perceived that the LMS Auditorium had been presented to voters as a public amenity and are disappointed by the limited public accessibility.

**The City of Louisville Recreation Center, 900 Via Appia Way:** Several multi-purpose rooms are suitable for classes and rehearsals. However, availability is very limited due to heavy demands upon the facility. Current expansion plans do not include dedicated space for the arts.

**Louisville Public Library, 951 Spruce Street:** The library provides rotating monthly gallery and Makerspace. Additionally, the large meeting room (capacity 70) can host meetings and small events, but all programs must be offered free of charge.

**Louisville Historical Museum, 1001 Main Street:** The museum is comprised of several small historic buildings. A planned expansion includes a community room suitable for some small meetings, but not adequate for a performing art venue.

There are two primary outdoor facilities which support summer concerts and events:

**Outdoor Venues: Steinbaugh Pavilion, 824 Front Street and Community Park Bandshell, 955 Bella Vista Drive:** These two popular outdoor venues are heavily used during summer months. However, both facilities have limited year-round use due to weather and noise considerations. Neither has installed seating.

#### **Past Arts Facility Feasibility Study**

In 2002, East Boulder County Arts Alive, a non-profit advocacy group hired a consulting team to the study the feasibility of new arts facilities within the eastern region.

Since the time of this study, Boulder County has seen tremendous growth in the arts, as evidenced by increased arts funding and construction/expansion of performing arts facilities:

Boulder:	Expansion of the Dairy Arts Center
Broomfield:	Broomfield Auditorium
Longmont:	Longmont Museum Stewart Auditorium
Lafayette:	The Arts Hub

An updated feasibility study would be needed to determine the potential of a new or updated facility in Louisville that takes into account the newly developed and expanded facilities in neighboring communities.

### **Public Art**

Public art ranked as a high priority in both the CAMP Survey and all public meetings with 89% of respondents affirming they would like to see more artwork installed in the public right-of-way. Respondents specifically mentioned interest in public art throughout the City, citing gateway areas such as McCaslin Boulevard, County Road 42 and South Boulder Road, as well as the Arboretum. 82% indicated an interest public art in the form of Murals, Reliefs, Mosaics and sculpture. Respondents to community surveys expressed a desire for transparency and public input in selecting and acquiring public art that speaks to the Louisville community.

Respondents noted a low visibility of public artwork in Louisville as compared to other neighboring communities including Boulder, Lafayette and Broomfield. Respondents were most familiar with the Louisville sculptures on Main Street and Front Street and less familiar with the sculpture in Community Park. The City also currently has public artwork on display at the Library and a small collection of



purchased and donated artwork is under the care of the Louisville Cultural Council.

A desire was expressed to create a formalized public art program or a policy. This notion is supported by Louisville's Downtown Framework Plan (adopted March 2, 1999) and the City's Comprehensive Plan (2013), both of which refer to the use of the arts as means of creating unique expression and engaging the public in civic dialogue. A public art policy proposal was created in 2013 by Loveland-based consultant John Kinkade, but has not been adopted by the City [Appendix 6].

Louisville also encourages the placement of private artwork in public settings as a compliment to officially City-owned public art. In 2016, the Louisville Art District worked to install two such pieces: murals located in the alleyway between Main Street and Front Streets. This successful collaboration was seen by public as a model for expanding public/private collaboration in the arts in Louisville.

## Marketing

Respondents to community surveys cited lack information about events as the main issue preventing them from attending events in Louisville. Artists and arts organizations also consistently noted issues with marketing events both with regards to available marketing options and the cost of those activities.

Currently, there is not a single, comprehensive source of arts information for Louisville. Organizations promote their programs independently most utilizing posters, press releases, website postings and social media. Marketing is primarily focused within Louisville; however a more regional approach may be warranted as organizations seek to expand their audience reach.

Print press coverage offers intense competition as the Colorado Hometown Weekly has limited space and submissions to The Daily Camera compete with all of Boulder County. Paid advertising is used but is prohibitively expensive for many organizations. The City of Louisville website is updated with local marketing materials and limited space is available in the quarterly community newsletter.

The growth of social media poses new opportunities, but local artists and organizations have expressed a desire for more education in how to best utilize this new media.

## Professional Development

Louisville does not currently support a high percentage of full-time artists or organizations with paid staff. 76% of Artist Survey respondents were part-time artists making less than 20% of their income through art sales. Arts organizations were overwhelmingly volunteer-driven, pouring all earned income into their events and activities.

Despite operating on small budgets, artists and organizations expressed concern about the inability for earned income to keep up with the rising financial demands on artists and arts organizations. Marketing and facility fees were noted as top contributors to the rising costs. Also noted was the high number of creative organizations in Boulder County competing for limited SCFD grant funding.

Professional development is needed to help local artists continue to live and create art in Louisville and to enable arts organizations to thrive artistically and financially. In order to keep up with costs, additional training and professional development is needed for local artists and arts and cultural organizations in areas including: marketing and outreach, grant writing and business planning. Visual

artists expressed a desire for increased methods to grow the skills of their craft, increased access to venues for art instruction, and access to venues in which to display and sell art.

## Special Events

Louisville is known for a wide range of successful special events, ranging from national musical acts and cultural events honoring Louisville’s history to highly competitive athletic events, all of which add to the small town character for which Louisville is known.

Public response to these events has been overwhelmingly positive, Street Faire, Friday Night Art Walks, Fourth of July Celebration and Labor Day Parade were rated as very important to the quality of life in Louisville by over 60% of respondents. Public meeting attendees expressed a continue desire to continue these special events.

## Education and Outreach

Arts education and community outreach is an essential component to serving all Louisville residents and ensuring that an appreciation of the arts is available to all ages. Currently, arts classes are offered by BVSD and by a number of independent artists and arts organizations. The primary non-school facilities for arts instruction include: Louisville Art Association, The Art Underground, Louisville Recreation Center and Louisville Public Library. In addition, music, theatre and dance instruction is available through many different organizations including Dana V. Music, AfterBeat Drum School, Danse Etoile, Mountain Contemporary Dance Arts, and CenterStage Theatre.

Public meeting attendees discussed opportunities to expand the reach of arts education programs. Suggestions included exploring artist-in-resident opportunities and working more closely with BVSD to develop partnerships between schools and arts in the community.

## The Plan

This Cultural Arts Master Plan has been developed to guide the City of Louisville a clear vision and roadmap for the role of arts and culture in the community. It includes a vision statement describing the role of arts and culture in the Louisville community as well as specific goals, strategies and action items to guide the City and its partners in implementing the Cultural Arts Master Plan.

### Vision:

**The City of Louisville promotes the public and private advancement of the arts and culture. We integrate the arts, culture and humanities with community design, economic development, education and other development initiatives to strengthen the quality of life and small town character of Louisville.**

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## Strategies and Action Items

### Goal 1: Expand visual arts, performing arts, cultural history, natural history and natural sciences

- 1. Achieve the appropriate mix of cultural facilities to meet the needs of Louisville for the next 15 years.**
  - a. Optimize use of existing spaces.
    - i. Create a system for increased access to the Louisville Center for the Arts for community arts organizations
    - ii. Evaluate City-owned and private facilities to determine possible partnership for use of existing inventory within the community.
      1. Look for opportunities to activate vacant and underutilized space with arts and cultural activities.
      2. Support programming in non-traditional venues such as community centers, parks, and other public spaces.
      3. Establish locations for small-scale arts uses, such as creative businesses, artists' studios, small performing and exhibition spaces, and other cultural uses.
  - b. Explore the feasibility of a new arts space for public performances, rehearsals, classes and studios.
    - i. Conduct a facility feasibility study for performing arts venue(s) to identify and recommend appropriate space to support the needs of creatives and arts and cultural organizations.
    - ii. Pending favorable results for a facility feasibility study, conduct a statistically valid survey for community support and research finance options.
- 2. Incorporate cultural history, natural history and natural sciences into Louisville's overall cultural programming.**
  - a. Advance Louisville's cultural history through increased partnerships with and support of the Louisville Historical Museum.
  - b. Advance Louisville's opportunity to engage with natural history and natural sciences through partnerships with Louisville Public Library, Parks and Public Landscaping Advisory Board and Open Space Advisory Board.
  - c. Apply for SCFD eligibility for the Cultural Arts Department for 2019 Grant Cycle.
    - i. Utilize increased funding to advance arts and cultural arts and cultural events in Louisville.

### Goal 2: Provide diverse and engaging cultural activities in the City

- 1. Expand public art in new and existing public spaces.**
  - a. Establish a formal public art program.
    - i. Research best practices for Public Art policies (acquisition, display, deaccession, maintenance, preservation, right of way, etc.).
    - ii. Designate a City Board/commission to oversee the public art program.
    - iii. Research and propose a dedicated funding stream to support public art.
  - b. Review inventory of city-owned public artwork.
    - i. Identify opportunity for increased diversity in theme, medium and appeal of new public art pieces.
    - ii. Acquire/commission public artwork that expresses community character.
- 2. Ensure a stimulating mix of diverse arts and cultural programming in the City of Louisville.**

- a. Collaborate with communities in Boulder County and throughout the region to find economical ways to bring diverse programming to Louisville.
  - i. Expand partnerships and collaborations to help leverage financial resources including: City departments, City boards and commissions, artists, arts organizations, businesses, Boulder Valley School District.
- b. Provide funding for a variety of cultural projects.
  - i. Continue funding of the Louisville Cultural Council’s Art Grant Program.

**Goal 3: Foster Louisville’s creative industries**

**1. Create a community where creative industries locate, grow and thrive.**

- a. Learn about the current impact of Louisville’s creative industries.
  - i. Participate in an Americans for the Arts Economic Impact Study [Appendix 7] in order to gather detailed community statistics about the impact of creative industries on the region.
- b. Support creative industries through economic development initiatives and City policies.
  - i. Develop policies and ordinances that enable the creation of affordable artist live/work and studio spaces.
  - ii. Create zoning policies that support arts, culture and special events and adjust previous policies as needed.
  - iii. Using the City’s Comprehensive Plan and the Louisville Downtown Framework Plan as a guide, allow and encourage public art placements, “art happenings” and other creative and cultural activities.

**2. Create opportunities to retain and increase the concentration of successful and sustainable arts and cultural organizations and individual artists in Louisville.**

- a. Assist artists and arts organizations with professional development.
  - i. Create/promote opportunities for professional development on topics including:
    - 1. Audience development, including email marketing, direct marketing, and social media.
    - 2. Fundraising including individual fundraising, corporate sponsorships and grant writing.
    - 3. Volunteer management.
    - 4. Business development including business plans, incorporation and 501c3 applications.
  - ii. Facilitate quarterly networking meetings to encourage collaborations and information sharing amongst artists, arts-oriented businesses and arts organizations.
  - iii. Research funding strategies for arts and cultural activities including seed money, grants, donations and sponsorships.

**Goal 4: Strengthen the quality of life and small town character of Louisville**

**1. Support community special events hosted by public and private organizations.**

- a. Continue to support large annual events including Street Faire, July 4<sup>th</sup>, Touch-a-Truck and the Labor Day Parade and Fall Festival.
- b. Evaluate events and make adjustments as appropriate based upon event goals, operations and community impact.
- c. Identify appropriate operational support levels for non-City sponsored large-scale community events.

2. **Advance opportunities to promote arts education and outreach within the community.**
  - a. Recognize and support arts education programs within the BVSD School district.
    - i. Research feasibility of a collaborative artist-in-resident program with public education and arts instruction as primary goals.
    - ii. Support investment in activities that ensure the long-term success of arts education including:
      1. Arts facilities at schools and in the community.
      2. Ongoing collaborations between schools and arts groups.
      3. Teacher trainings and resources.
  - b. Identify and mitigate barriers to accessibility and inclusivity of all residents to arts and cultural programs.
    - i. Develop cultural programs and classes for all audiences.
    - ii. Give special focus to underserved populations who otherwise would not have access to these opportunities.

**Goal 5: Enhance Louisville’s Identity as a vibrant cultural destination**

1. **Expand local and regional awareness of cultural assets and participation in arts and culture.**
  - a. Explore the benefits of creating a designated cultural district.
    - i. Consider potential for new grants, especially through Colorado Creative Industries.
  - b. Promote leadership participation within regional and state arts agencies.
    - i. Utilize participation to form strong regional partnerships, expand programming options, and participate in arts advocacy.
2. **Increase visibility of Louisville’s arts and cultural events to build a strong community arts reputation.**
  - a. Facilitate the creation of a community calendar of arts and special event activities, accessible to individual artists and arts organizations.
  - b. Develop and support collaborative advertising efforts among community arts organizations to reach all segments of the population and consolidate resources.
  - c. Create an online public resource guide listing local artists, arts-oriented businesses and cultural resources.

A timeline of action items is provided [Appendix 8] to guide the implementation of the Cultural Arts Master plan.

## **Acknowledgements**

### ***LOUISVILLE CULTURAL COUNCIL (2014-2016)***

Lawrence Anderson  
Gina Barton  
Darin Brown  
Sue Anthony Crowder  
Debbie Davies  
Paul Ewing  
Susan Honstein  
Angie Layton  
Liz Rowland  
Denice Spencer  
Steve Spencer  
Jennifer Strand  
Mark Oberholzer  
Tammy Pelnik  
Blake Welch  
Shari Wohl

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### ***PUBLIC MEETING ATTENDEES***

Linda Armantrout  
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Pat Carbone  
Debbie Davies  
Jeff Davies  
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Justin Deister  
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Wendy Mills  
Emily Norman  
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Eric Roth  
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Paula Slick  
Vickey Swanson  
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## Appendices

1. 2013 Louisville Comprehensive Plan: Principle CS-5 Civic Events and CS-6 Arts and Culture
2. History of the Louisville Cultural Council
3. Colorado Creative Industries Profile
4. 2015 Community Survey Data
5. 2015 Artist Survey Data
6. 2014 Public Art Proposal
7. 2010 Americans for the Arts Economic Impact Study Results: City of Boulder
8. Action Items Chart